

Section II: City Council Questionnaire

1. What other Chattanooga organizations have a mission similar to yours?

There are no programs in Chattanooga that match Signal Centers' social model of day services for adults with physical disabilities and geriatric adults. Some organizations that have a similar mission include the following: Alexian Brothers PACE program, Sharon's Adult Day Care and Sharon's Personal Care, AIM Center, Goodwill, and Orange Grove Center.

2. What does your organization do, supply, or perform that no other organization in Chattanooga addresses?

- **For the adults with physical disabilities: While there are other programs in the region for clients with disabilities such as Goodwill, Orange Grove, and the AIM Center, the adults with disabilities attending Signal Centers' Adult Services Program do not often meet the requirements of these other agencies because they lack a primary diagnosis of an intellectual or developmental delay or mental illness.**
- **For the adults over the age of sixty: Their low income prevents them from affording most skilled nursing home facilities or other adult day programs, and most are not at that stage yet, regardless. Yet, many caregivers might have to consider that option because their own full-time employment might not give them any other choice.**
- **The welfare of the program attendees is consistently of primary interest. Through the development and/or maintenance of independent living skills while in the program, unnecessary nursing home placement can often be avoided for both the younger and older adults, giving them the opportunity to remain in their own home for as long as possible.**
- **The program allows caregivers and families to continue with a normal work schedule with the understanding that their loved one is in a safe and comfortable environment during the day.**
- **Individuals who participate in the Adult Services Program experience intergenerational participation within the program itself. Program attendees range in age from 22 to 96. Participants also have the opportunity for supervised interaction with the young children in Signal Centers' Children's Programs. Attendees engage in planned activities with the children (aged from birth through five years) such as music therapy, movement therapy, seasonal and holiday parties, art projects, and games that are planned to engage all ages.**
- **The attendees work together with the staff to create and plan daily activities that increase independence and also explore the participants' talents/interests. It is understood that social life and the opportunities to build relationships are essential to building and creating a good quality of life.**

- **Signal Centers recognizes that community participation and employment is a fundamental part of adult life. Signal Centers' Adult Services Program has Memorandums of Understanding with the State of Tennessee's Vocational Rehabilitation Services and the North Georgia Department of Labor to provide classes and sessions covering topics such as building job readiness skills, seeking employment, discovering volunteer opportunities in the community, linking program attendees with local resources, and providing peer mentoring and supportive employment for those interested. These partnerships allow individuals with disabilities to build a support system, as they work towards independence and self-sufficiency through meaningful employment opportunities.**
- **Of crucial importance is the avoidance of premature nursing home placement. Not only would such an occurrence cut off many opportunities for these Program attendees, most of them could simply not afford such a placement. Currently, the average income for attendees of the Adult Day Program is \$612.35 per month. With nursing home care costing, on average, between \$2,400 and \$7,600 monthly and continuing to increase, the cost of adult day care services continues to remain significantly lower than nursing home facilities or assistive living placements. There is evidence that programs such as Signal Centers' Adult Services help delay or prevent placement in a more costly institution by providing a range of services that help individuals remain in their home and stay active in the community and by providing support for caregivers. All activities and therapies are designed to activate and induce participants to maximize their functional capacity.**

3. What is your fiscal year?

July 1 through June 30

4. List the previous years you have submitted requests to the City of Chattanooga, the amount of the requests, and the amounts granted.

For fiscal year 2012, \$60,000 was requested and \$30,000 was granted.

For fiscal year 2013, \$30,000 was requested and \$30,000 was granted.

5. Describe your debt and expenses in ratio to revenue.

From our most current Audited Financials, our debt to revenue ration is 3.7% and our expenses to revenue ration is 99.4%.

6. List any debt over \$10,000 and when that debt will be satisfied.

Signal Centers currently has two loan accounts with First Tennessee Bank.

Loan #1- Germantown Road Building- The balance at November 30, 2012 was \$13,585.22 paid in monthly installments of \$1,941.68, including interest at 5.19%, due July 2013, secured by real property.

Loan #2- Dodds Ave Building- The balance at November 30, 2012 was \$152,070.73 paid in monthly installments of \$2,654.19, including interest at 5.65%, through May 2018, secured by real property.

7. What percentage of your budget is dedicated to salaries vs. percentage of budget dedicated to client programs or benefits?

Salaries, benefits and taxes give us a total personnel expense of 51.9% of the total budget. Program expenses not including personnel are 48.1% of the total budget. The change in the percentage from last year is due to the elimination of some subcontracted work in another program.

8. What cost savings initiatives did your organization undertake during the preceding year?
9. List travel expenses over the last three years and how the travel benefited your organization.

2010: \$1399

2011: \$2612

2012: \$2,868

Travel is minimal and largely made up of mileage reimbursement and parking expenses when staff go out into the community to help secure employment for participants or when the center has an informational booth at a community event.

10. If you are a membership-based organization:
- What is your fee structure?
 - When have you increased membership fees?
 - What is your plan for growing membership?
 - What are your membership numbers from the last three years?

not applicable

11. Do your clients pay anything for your services, products, programs? If so, explain.

Participants in the Adults with Disabilities program pay \$20 for the initial day of the week they attend and \$5 for each additional day per week, plus \$2 daily for transportation by STS. For participants in the Geriatrics program, the fee scale ranges from \$10-\$16 per week depending on the client's income.

12. What is your strategic plan to become independent of City funding?

From Signal Centers' Strategic Plan:

Signal Centers will increase its financial stability and sustainability.

- A Development Plan will be created by 2013.**
- The Endowment will increase by \$25,000 each year beginning 2012.**
- Increase local and private contributions by at least 5% each year.**
- Develop a plan for an additional income stream by June 30, 2013.**

Signal Centers' Adult Services Program is supported in part through the United Way of Greater Chattanooga. Signal Centers will continue to hold fundraisers targeted toward the Adult Services Program. Fees are charged to the program attendees. However, the reality is that clients cannot support substantial increases in fees. Many of the city's residents will need subsidized care, and this model is the most cost-efficient.

